



Norman Y. Mineta  
International Institute for  
Surface Transportation  
Policy Studies

Created by Congress in 1991

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# World in Motion

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## Honorable Norman Y. Mineta

**M**TI's founder, the Honorable Norman Y. Mineta, has rejoined the board of trustees. He is well known for his work in transportation and national security.

For over 30 years, Secretary Mineta represented San Jose, California – the heart of Silicon Valley – first on the city council, then as mayor, and then from 1975 to 1995 as a member of Congress. He served as the chairman of the House Transportation and Public Works Committee from 1992 to 1994 and was the primary author of the groundbreaking Intermodal Surface Transportation Efficiency Act of 1991.

In 2000, he was appointed by President Bill Clinton as the United States Secretary of Commerce. At the Department of Commerce, Secretary Mineta was known for his work on technology issues, for achieving international cooperation and intergovernmental coordination on complex fisheries issues, and for streamlining the patent and trademark process.

He was appointed Secretary of Transportation by President George W. Bush in 2001, where he served until he joined Hill & Knowlton in July 2006. He provides counsel and strategic advice to Hill & Knowlton clients on a wide range of business and political issues.

Following the terrorist acts of September 11, 2001, Secretary Mineta guided the creation of the Transportation Security Administration – an agency with more than 65,000 employees.



Vice Chairman of Hill & Knowlton  
and MTI Board of Trustees

Between 1995 and 2000, he was also a vice president of Lockheed Martin, where he guided the first successful implementation of the EZ-Pass system in New York State.

Recognized for his leadership, Secretary Mineta has received numerous prestigious awards, including the Presidential Medal of Freedom; Wright Brothers Memorial Trophy, which is awarded for significant public service of enduring value to aviation in the United States; and the Council of University Transportation Centers' Lifetime Achievement Award.

*The World in Motion* is moving to electronic-only distribution. We don't want to miss you so please send the email address we should use to [mti@mti.sjsu.edu](mailto:mti@mti.sjsu.edu).

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# Policy Summit

## Good Ideas Were Shared at the “Norman Y. Mineta National Policy Summit:

The Crisis in Workforce Development” MTI, along with the Rahall Transportation Institute (RTI), presented the “Norman Y. Mineta National Policy Summit: The Crisis in Workforce Development” on Saturday, October 6 in Charlotte NC. What follows are some ideas that were shared with the audience that day. An edited transcript of the proceedings will be available in electronic and hard copy.

MTI Chair and DRI, Inc. CEO David Turney – “Since its inception, the Mineta Institute has been focused on the crisis in transportation workforce development. This is an area of vital concern to our private-sector and public-sector workforce development.”

MTI Executive Director Rod Diridon – “We did our first study on the crisis in transportation workforce development in 1994, and it indicated the potential of a serious workforce crisis as the baby boomers began to age out of their positions as productive employees in our profession. That’s occurring now, and it isn’t going to phase in gradually. It’s really going to hit us very quickly, all at once.”

APTA President William Millar (and MTI Vice Chair) – “We developed several different kinds of professional-development programs. One of the flagships is Leadership APTA, which now has graduated nearly 200 people and is cooperating with the Eno Foundation to develop a center for transit leadership and the delivery of annual high-quality development training.”

APTA Vice Chair Michael Townes (Hampton Roads Transit President and MTI Trustee) – “We realized that, in order to achieve a positive return on our recruitment efforts, more attention had to be paid to employee retention. We began to view human resources as a critical, strategic business function rather than as an administrative necessity.”

CUTC Workforce Development Task Force Chair and University Transportation Center, University of Massachusetts Executive Director Dr. John Collura - “I was the lucky recipient of an UMPTA (Urban Mass Transportation Act) fellowship. There was some hesitation to award me the fellowship because I was a civil engineering student, [concern] that the transit community wouldn’t benefit from it. But ... over the last 30 years, I’ve had the opportunity to teach, among other courses, public transportation. So if it hadn’t been for ... UMPTA foresight, I might not have had the opportunity to pursue a career in transportation with an emphasis in public transit.”

U.S. DOT Federal Transit Administration Deputy Associate Administrator for Research, Demonstration and Innovation Ron Hynes – “We have coaching programs, training programs, and mentorship programs, and we mentor people throughout the ranks at different levels through Presidential Management Fellowships (PMF) and Career Resident Programs.”



*Dr. Diana Long uses this sign to explain her humor to engineers.*

RTI Workforce Development Director Dr. Diana Long - “What we’re finding now is that certifications are much more important than an actual degree, especially with new and emerging occupations... [D]ual tracks for promotion are also very important. We have this system where you have to be promoted to make more money. You’ll take a really good diesel mechanic and promote him to supervisor, and what’s happened is you have lost a really good diesel mechanic and gotten a lousy supervisor. So make it easy for people to become experts and grow in their own fields, and pay them accordingly.”

AASHTO Director of Policy Janet Oakley - “How we finance transportation is really making a big difference in the makeup of the transportation workforce with the state DOTs. In fact, in the growing emergence of public/private partnerships, I heard Tom Warne say that, ‘Gee, if you look at it now, the engineers get kicked out of the room, and we bring in the attorneys and the financial officers, and they are the ones that are doing the deals, and the engineers are sort of brought in at the end.’”

Gilbert Tweed Associates, Inc. President/CEO Stephanie Pinson (also APTA Executive Board and MTI Trustee) – “What you need to do is to work with employees when they’re in your employ, before you lose them, to help them shape what they want to do, and help you see how to fulfill what they want to do. That’s one way to work on retention. I don’t see it happening very much.”

MTI Research Associate Dr. Asha Weinstein Agrawal – “We should really be focusing our efforts on those first- and second-year students who haven’t yet decided what specialization they might be interested in. Some ideas:

# Policy Summit

1. Internship opportunities; 2. Guest speakers at universities; 3. Fund a transportation professional in residence; 4. ITE, APTA, or AASHTO could develop very small course modules that show exciting transportation-engineering topics that instructors could drop into a class on statistics for engineers analysis engi-



West Virginia State Senator Robert Plymale (and Rahall Transportation Institute Executive Director) – "...[Y]ou listen to educators talk about their needs for workforce and what they're trying to do preparing, and then you listen to us as transportation professionals. Somehow, we've have to get that mix together, to where they're more pertinent, more flexible in higher ed, able to adjust. And if you want to watch what I think is the slowest moving object, it's the

curriculum committee in higher education. That's a glacial pace. We need to melt that."

Secretary Norman Y. Mineta, Hill and Knowlton Vice Chair, and U.S. Department of Transportation Secretary (2001-2006) and Secretary of Commerce (2000-01) – "Developing a transportation workforce for the 21st century has to be a priority, but the solutions cannot be expected to come from Washington DC. They do have to come from you. I know from my own experience the best solutions to local problems come from the local level. That was the thrust of what I was trying to communicate in ISTEA."

Congress Member Nick Joe Rahall, House Natural Resources Committee Chair and Transportation and Infrastructure Committee Vice Chair – "SAFETEA-LU authorized a host of other transportation workforce programs aimed at encouraging our best and brightest to seek graduate degrees, as well as establishing a campaign in our elementary and secondary schools promoting awareness of transportation centers."

## New Publications

### Good News for TODs

MTI's latest publication - *How Far, By Which Route, and Why? A Spatial Analysis of Pedestrian Preference* by MTI Research Associates Mark Schlossberg, Ph.D. (University of Oregon) and Asha Weinstein Agrawal, Ph.D. (San Jose State University) – is good news for the transit-oriented development community.

MTI Executive Director Rod Diridon, Sr. noted, "Planners make assumptions about people's travel behaviors, but there hasn't been much research into actual distances and routes traveled by pedestrians."

MTI's research team surveyed people who walk to rail transit stops in San Jose, CA and Portland, OR to determine what route they chose and their preferences in selecting a walking route. An environmental audit of the area around those stations generated five key findings about pedestrian behaviors and preferences, including the surprising discovery that the average survey respondent walked a half-mile, far more than the

quarter-mile assumed by planners. Pedestrians in the study stated that their primary consideration in choosing a route is minimizing time and distance. Secondary factors were safety from traffic and, to a lesser extent, attractiveness of the route, sidewalk quality, and the absence of long waits at traffic lights.

Dr. Schlossberg concluded, "Perhaps the key to increasing the number of walking trips is not to design pedestrian environments full of amenities such as benches, tree cover, awnings and wide sidewalks. While there is no doubt those assets can enhance the pedestrian experience, the real key is to have somewhere to walk to and to have an environment that isn't horrible."

A paper based on this research won a 2007 Outstanding Paper Award from the Transportation Research Board during its annual conference. The award was presented by the Committee on Pedestrians, which selected two winners out of 52 entries.

This report and others can be found online at: <http://transweb.sjsu.edu>



# Research

by Trixie Johnson, Research Director

**We have been playing catch-up in the last few months** – starting projects that were approved but waiting for word about funding, keeping projects active and on time, and moving more projects to completion and publication. Some projects were delayed by the researchers' other duties. Those should be starting soon, including a study about funding for airport access and the study about walking to school. But soon, those will be the old projects, as we are already preparing the next Request for Proposals (RFP) to select projects in the spring.

Our process calls for an extensive needs assessment so we can be certain that the proposals we request relate to the highest priorities of our federal and state funding agencies and to the needs of the transportation industry. The MTI Board of Trustees represents a broad spectrum of the industry, and it is a distinct advantage to have access to their expertise. At the upcoming January meeting, we will ask the Board to help us identify their highest priority areas for new research and to suggest specific problems they hope will attract research proposals.

I also encourage all of you to suggest problem statements for potential inclusion in the RFP. Send them to [johnson@mti.sjsu.edu](mailto:johnson@mti.sjsu.edu), and include as many details as you can about the background of the problem, where existing research falls short, and what you would like the research to produce (such as a guidebook, a compendium of best practices, or analysis and recommendations). I am especially interested in hearing from practitioners because the Institute's research program goal is to produce useful information for the transportation sector.



The basic requirement is that research fits the Institute's theme – Transportation Systems Policy and Management. We have identified areas of emphasis within that theme to further focus the work we do. Our highest priorities are:

- Safety and security of transportation systems
- Financing of both public and private sector transportation improvements
- Interrelationships among transportation, land use, the environment, and the economy

Other areas of interest include:

- Transportation decision-making and consensus building
- Transportation planning and policy development
- Intermodal connectivity and integration
- Sustainability of transportation systems
- Collaborative labor-management issues and strategies

In addition, proposed research should be responsive to the strategic objectives of the U.S. Department of Transportation (Research and Innovative Technology Administration, Federal Transit Administration, Federal Railroad Administration, Federal Highway Administration) and Caltrans.

To review the research we have completed and published, visit the MTI website at <http://transweb.sjsu.edu>. In the Research section, look for Publications. Several new reports will be available in the next few months, as many of the current projects are in final draft or editing stages. It is a real challenge to move through these final phases of each project now, as that was the work managed by Sonya Carter, my assistant who passed away last June. I am only now realizing how complex and time-consuming these tasks can be since I added her former duties to mine.

I hope you are reading and using the research we do. Research that sits on a shelf (or a Web page) has failed to meet our objectives. The researchers do the work because it interests them, but also because they hope to make a difference. Transportation accounts for one-sixth of the nation's economy, so using research to guide improvements in what we do and how we do it is not only smart, it is essential to the national well-being.

# Education

by Dr. Peter Haas, Education Director

## MSTM Students Win APTA Foundation Awards

Three MSTM students won prestigious awards from the American Public Transportation Association Foundation (APTF). The Foundation seeks to increase the number of young professionals starting careers in public transportation by providing scholarships to deserving students who may lead that industry someday. The selection criteria included a demonstrated interest in a career in public transportation, academic achievement, and the need for financial assistance.



**Denise Patrick** received the APTF top scholarship, the Jack R. Gilstrap Scholarship Award, which carries a \$5,000 prize. A transportation supervisor for the Santa Clara Valley Transportation Authority, Denise's winning essay was titled, "Quality of Life."



**Said El-Khatib**, an instructor with the training department at the San Mateo County Transit District (SamTrans), received an APTF Hall of Fame Scholarship award of \$1,000.



**Christina Watson**, a senior transportation planner for the Transportation Administration for Monterey County, also won an APTF Hall of Fame Scholarship award of \$1,000.

## MSTM Student Advances

Congratulations to MSTM student Joseph Rouse, who was recently promoted to statewide coordinator for the HOV-High Occupancy Vehicles Lanes program at Caltrans.

## Summer Transportation Institute Encourages Students

MTI conducted its fourth annual "Summer Transportation Institute" (STI) in July. The program, funded by the FHWA via the California Department of Transportation, is a national effort to provide career orientation and educational experiences to motivate secondary school students into professions in transportation by way of a college education. The program gives particular encouragement to students from traditionally underrepresented backgrounds. Participants were engaged in a variety of activities including a college-level class environmental science class with an emphasis on transportation issues, field trips to a variety of area transportation centers, guest speakers from the industry, hands-on projects, and related enrichment activities.

The transportation industry will always need people with leadership skills to build the nation's transportation system for the next century. This is an excellent way to encourage them.

## Faculty Completes Research Project on Security

MTI faculty members Peter Haas and Frances Edwards led a research team that completed a "Security Research Plan" on behalf of the American Association of State Highway and Transportation Officials (AASHTO) and the National Cooperative Highway Research Program (NCHRP). Dr. Haas presented the results of the project at the PATH-UTC Conference in Berkeley on October 31, 2007.

# Directions

by Rod Diridon, Sr., Executive Director



**MTI Communications and Special Projects Director Leslee Hamilton Moves On:** After six years guiding our administrative, special projects and communications with remarkable skill and vigor, Leslee has followed her heart to become Executive Director of the Friends of Guadalupe River Parks and Gardens. She leaves her indelible print on MTI and will do the same for the Friends of GRPG. We all will miss her very much.

**DHS National Transportation Security Names MTI a Center of Excellence:** The US Department of Homeland Security has named MTI one of the nation's Transportation Security Centers of Excellence. With MTI, the six other universities authorized by Congress will receive a total of \$18 million per year, assuming appropriation of the full authorization. DHS will designate a lead institution and develop a needs assessment and project approval process before funding is disbursed in mid-2008. The new designation augments MTI's National Transportation Security Center under US DOT. Special thanks to Secretary Michael Chertoff, as well as Congress Member Zoe Lofgren and Senator Dianne Feinstein who proposed MTI for this added responsibility.

**Annual Garrett Morgan Videoconference on Sustainable Transportation Is Underway:** Several MTI Trustees will host junior high/middle school classes for this sustainable transportation lesson plan and project competition. It encourages students to take math and science in high school and prepare for college degrees leading to transportation careers. US DOT Secretary Mary Peters will keynote the event. The winning class receives a scholarship and plaque, and a representative speaks at the June 28 MTI graduation banquet in San José. Special thanks to Caltrans Director Will Kempton for providing the central videoconference system.

**MTI's Annual Winter Board Meeting Update:** The MTI Trustees met with the staff and other transportation leaders on January 12, hosted by MTI Trustee and PB Consult Inc Chair Mort Downey in Washington DC. The meeting had updates by MTI Honorary Co-Chair and House Transportation and Infrastructure Committee Chair Jim Oberstar, MTI Founder and retired DOT Secretary Norman Mineta and MTI Trustee and Caltrans Director Will Kempton. The Trustees attended the Council of University Transportation Centers Annual Awards Banquet, where Chair Oberstar received CUTC's Lifetime Achievement Award. MTI's Executive Director is this year's CUTC President.

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